

# Motivation, Commitment and Work Satisfaction Among Business Process Outsourcing Employees in Hybrid Work Set Up

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**Abstract-** *The BPO industry, a global economic cornerstone, has adopted hybrid work setups, combining remote and in-office environments. This shift, driven by technological advancements and the need for flexibility during the COVID-19 pandemic, allows companies to access a wider talent pool, reduce costs, and maintain productivity. This study assessed motivation, commitment, and work satisfaction among 220 BPO employees in a hybrid work setup in Iloilo City, Philippines, in 2023, using a validated researcher-made instrument and statistical tools. Findings indicated high levels of motivation, commitment, and work satisfaction, consistent across educational attainment, age, sex, position, and tenureship. Employees showed strong job commitment and willingness to recommend their organization, though there was a slight decline in career path clarity. Work satisfaction was high, with employees feeling encouraged to innovate and well-equipped. No significant differences were found based on demographic variables, and strong positive correlations among motivation, commitment, and work satisfaction were observed. In conclusion, the study highlights a highly motivated, committed, and satisfied BPO workforce in Iloilo City, underscoring a positive, inclusive work environment. Recommendations include fostering a positive work environment, improving communication about career paths, recognizing and rewarding performance, boosting motivation, and offering tailored professional development opportunities. Emphasizing inclusive policies and practices will further enhance motivation, commitment, and satisfaction, ensuring a resilient and motivated BPO workforce in the hybrid work setup.*

**Indexed Terms-** *Motivation, Commitment, Work Satisfaction, BPO, Hybrid Setup*

## I. INTRODUCTION

### Background of the Study

The COVID-19 pandemic has shifted business operations from traditional offices to work-from-home and hybrid setups, significantly impacting the business process outsourcing (BPO) industry, especially in the Philippines. BPO involves contracting third-party service providers for tasks like customer support and back-office operations, offering cost savings and flexibility. Countries like the Philippines and India have become prime outsourcing destinations due to their skilled labor at competitive costs (Tomych, 2024 and ManilaPros, 2022). In 2021, the Philippine BPO industry contributed 7.4% to its GDP and employed over 1.3 million people (IBPAP, 2021).

The shift to hybrid work in BPO presents challenges and opportunities for understanding employee motivation, commitment, and work satisfaction. Deci and Ryan's Self-Determination Theory indicates that remote work autonomy influences intrinsic motivation, while reduced physical interaction impacts extrinsic motivation (Gagné & Deci, 2005). Meyer and Allen's three-component model shows hybrid work can improve affective commitment by enhancing work-life balance but may challenge continuance commitment if employees feel disconnected (Allen et al., 2021). Work satisfaction can increase due to flexibility and autonomy in hybrid setups (Bloom et al., 2015), though social interaction and team cohesion may suffer (Galanti et al., 2021).

Current literature gaps highlight the need for more research on hybrid work setups (Pochepan, 2023). This study aimed to explore motivation, commitment, and work satisfaction among BPO employees in a hybrid setup in Iloilo City, providing insights to enhance employee well-being and productivity.

### Statement of the Problem

This study assessed the motivation, commitment, and work satisfaction among business process outsourcing employees in hybrid work setups in Iloilo City, Philippines, for the year 2023.

Specifically, this study sought answers to the following questions:

1. What is the level of motivation among business process outsourcing employees in hybrid work setups when taken as a whole and when classified according to age, sex, educational attainment, and tenure?
2. What is the level of job commitment among business process outsourcing employees in hybrid work setups when taken as a whole and when classified according to age, sex, educational attainment, position, and tenure?
3. What is the level of work satisfaction among business process outsourcing employees in hybrid work setups when taken as a whole and classified according to age, sex, educational attainment, position, and tenure?
4. Are there significant differences in the level of motivation among business process outsourcing employees in hybrid work settings when classified according to age, sex, educational attainment, position, and tenure?
5. Are there significant differences in the level of job commitment among business process outsourcing employees in a hybrid work setup when classified according to age, sex, educational attainment, position, and tenure?
6. Are there significant differences in the level of work satisfaction among business process outsourcing employees in a hybrid work setup when classified according to age, sex, educational attainment, position, and tenure?
7. Are there significant relationships among motivation, commitment, and work satisfaction among process outsourcing employees in a hybrid work setup?

### Hypotheses:

These hypotheses were advanced based on the questions stated above.

1. There are no significant differences in the level of motivation among process outsourcing employees in a hybrid work setup when classified according to age, sex, educational attainment, position, and tenure.

2. There are no significant differences in the level of job commitment among process outsourcing employees in a hybrid work setup when classified according to age, sex, educational attainment, position, and tenure.

3. There are no significant differences in the level of work satisfaction among process outsourcing employees in a hybrid work setup when classified according to age, sex, educational attainment, position, and tenure.

4. There are no significant relationships among motivation, commitment, and work satisfaction among process outsourcing employees in a hybrid work setup.

### Theoretical Framework

This study was anchored on the following theories:

For motivation, this study was linked on Maslow's motivation theory, or Maslow's hierarchy of needs of Abraham Maslow (1954), a theoretical model that describes the various motivators of human beings based on our innate needs and desires. This theory can be useful to all BPO owners and managers when applied in the workplace. They can use this theory to motivate employees to increase their work commitment and job satisfaction to be more engaged and productive. The five stages of Maslow's motivation theory are: (1.) Physiological needs. These are the employees primary concerns, such as the amount of physical activity needed to remain fit and healthy in the organization, a comfortable working environment, and meeting all their most basic needs in the workplace. To motivate employees, it's important to ensure that wages are enough for them to meet their physiological needs. (2.) Safety needs: satisfying the safety needs of employees is important for their happiness and contentment. This includes providing a safe working environment and preventing harassment or any danger from the physical environment. It's also important for employers to offer enough income for employees to sustain their life outside of work. (3.) Social needs: creating a healthy and productive balance between social life and professional life is important in the workplace. It's a good idea to promote employees motivation through social events or activities. (4.) Esteem needs: esteem can be a powerful motivator. By showing employees respect and commending them for their excellent work, you can fill them with pride and provoke a strong motivation

within them to do even better at work, gain a promotion, and receive even more esteem-boosting praise. (5.) Self-actualization: with the help of BPO employers and employees, attain their full potential in the workplace and perform their best in their specific tasks, leading to productive and profitable outputs.

This theory of motivation would serve as a guide to both BOT employers and employees important needs, like mentoring and offering support, as a sort of motivation to complete the given tasks and organizational targets.

For employees' commitment, this study was linked to the Three Component Model of Commitment of John Meyer and Natalie Allen (1997). It has become the dominant model for workplace commitment. This model proposes that organizational commitment is experienced by the employee as three simultaneous mindsets encompassing affective, continuance, and normative organizational commitment.

Affective commitment is based on emotional ties the employee develops with the organization through positive work experiences. Normative commitment reflects commitment based on perceived obligations towards the organization. Continuance commitment reflects commitment based on the perceived costs, both economic and social, of leaving the organization. This model of commitment has been used by researchers to predict important employee outcomes, including turnover and citizenship behaviours, job performance, absenteeism, and tardiness (Meyer et al., 2002).

This theory is very essential to improving the employee's engagement. In BPO settings, each department attains its highest level of work performance if each worker is committed and motivated to achieve the target outputs or goals. Therefore, it is essential to know the concept of work commitment and its possible result in boosting BPO's growth.

For job satisfaction, this study used Locke's Range of Affect Theory by Edwin A. Locke (1976). This theory suggests that job satisfaction is influenced by the gap between employees' value in their job and what they

actually experience. If their expectations are met or exceeded, they feel satisfied.

This theory would deepen the knowledge of BPO company managers and owners about the importance of employee's job satisfaction in attaining organizational goals. This theory will also serve as a guide, as it posits that job satisfaction is the result of either positive or negative attitudes of employees towards their work and the company or working environment. This would give ideas on how to handle and motivate people in the workplace to be more committed and productive.

#### Conceptual Framework

This study assessed the motivation, commitment, and work satisfaction among BPO employees in a hybrid work setup in Iloilo City, Philippines, for the year 2022. The independent variables were the respondents' demographic profile such as age, sex, educational attainment, position, and tenureship. On the other hand, dependent variables were motivation, commitment, and work satisfaction.

As to age, respondents were categorized into "20 – 30 years old", "31 – 50 years old", "51 years old and above". A lot of employees are reevaluating careers and job prospects right now, it is presumed that younger employees are the group with the lowest job satisfaction.

As to sex, respondents were categorized into "male" and "female". It was presumed women are more satisfied with their job than men across most of the groups.

As to educational attainment, respondents were categorized as holders of "Bachelor's Degree", "Master's Degree" and "Doctorate Degree". Researcher believed that respondents who have attained higher education were assumed to have higher level of satisfaction the BPO Company. It was also presumed that educational level influence employees' motivation, work commitment and job satisfaction.

As to position, respondents were categorized into "Agents/ Customer Service Representatives", "Subject matter experts", "Great Lead", "Team Leader", "Quality Assurance Specialist", "

Operations Supervisor” and “ Operations Manager”. Researcher believed that respondents who had higher position were assumed to have higher level of work commitment, motivation and job satisfaction.

As to tenureship, respondents were categorized into “1- 5 years below”, “6- 10 years” and “above 11 years”. It was presumed that those with 11 years and above in service may have always higher level of work commitment, motivation and job satisfaction than those below 11 years in service. As per their long experience, they may know how to handle well or manage their people and customers.

The researcher assumed that when work commitment is high, motivation and employees job satisfaction is also high and vice-versa. Employees who are committed in work are those motivated and satisfied employees.

Furthermore, it is essential to gather the data since the respondents' personal profiles were important in understanding their opinions on a particular issue. The individual profiles accounted for the maturity level of the responses, which are significant study variables. It is assumed that the respondents' personal characteristics influence their views, assessments, beliefs, ways of looking and comprehending, as well as their responses.

These concepts are illustrated in figure 1.

**SCHEMATIC PARADIGM**

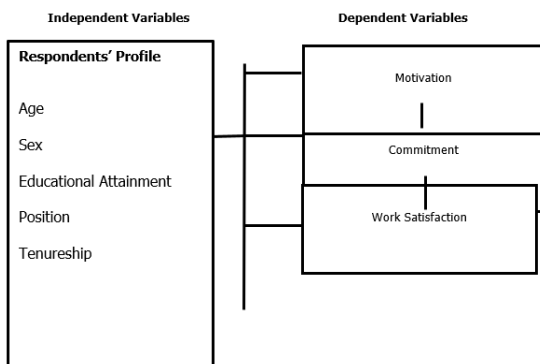


Figure 1. Schematic Diagram Showing the Relationship between the Independent and Dependent Variables of the Study

**Significance of the Study**

The results of this study would be of importance to the following:

Business process outsourcing company. The demands of business process outsourcing are increasing, especially in Iloilo City. The result of the study would help business owners mitigate workspace for their employees. This would help the company effectively manage the cost of renting a workspace or deploying employees to a hybrid setup. This study is also significant for the business process outsourcing company to assess and/or re-assess the effectiveness of the employees in a hybrid setup.

Operations Manager. The results of the study could be one of the management tools or guides for managers to manage and supervise efficiently and effectively the services they deliver to clients. Using this study as guide, a business process outsourcing company can ensure a seamless workflow between the company and the client's business once they understand the motivation, commitment, and work satisfaction of their people.

Customer service representatives. The results of the study would provide awareness of how to represent the company brand when interacting with potential customers. This study would provide reference amongst customer service representatives in their preference for whether they will opt to continue working in a hybrid setting or would prefer working solely in the office.

Local Government Unit. This study would be significant to our local government unit to consider the expansion of business process outsourcing companies outside metro Iloilo dependent on the result of this study. Our local government unit would also benefit from this study to prepare incoming process outsourcing businesses in Iloilo City. Our local government unit can also use this study to promote a reliable work setup and to offer recommendations to business owners, especially in terms of location, cost, flexibility of work, and the well-being of their employees.

Researcher. The results of this study would benefit the researcher in managing entire operations, considering

the work satisfaction, motivation, and commitment of its employees in a hybrid setup. The result of the study can be a basis, especially in managing infrastructure costs, if the results are positive. This study can be a reference whether we should deploy employees into a hybrid setup or if we would rather have all the employees work in the office.

Future Researchers. The results of the study would serve as a reference for future researchers conducting related or further studies about the topic being investigated. The study will likewise contribute to the wide collection of literature and scholarly works in the field of business process outsourcing.

#### Definition of Terms

The following terms are defined conceptually and operationally to ensure a clear understanding of the study.

**Hybrid.** Hybrid work is a flexible work model that supports a blend of in-office, remote, and on-the-go workers. It offers employees the autonomy to choose to work wherever and however they are most productive. Dahlia Baker(2021).

In this study, hybrid refers to a working set-up of the employees with a scheduled working in the office or working from home in a week.

**Motivation.** Motivation refers to the way in which urges, drives, desires, aspirations, striving, or needs direct, control, or explain the behaviour of human beings (McFarland,1992).

In this study, Motivation refers to the desire or willingness to make an effort in one's work. The level of Motivation among BPO Employees was interpreted and described as “5- Very High”, “4- High”, “3- Moderate”, “2- Low”, and “1-Very Low”.

**Commitment.** commitment is defined as “a psychological state that (a) characterizes the employee's relationship with the organization, and (b) has implications for the decision to continue or discontinue membership in the organization (Meyer and Allen, 1991).

In this study, commitment refers to the level of enthusiasm an employee has for the tasks assigned at the workplace. The level of Job Commitment among BPO Employees was interpreted and described as “5- Very High”, “4- High”, “3-Moderate”, “2- Low”, and “1-Very Low”.

**Work Satisfaction.** Work Satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Locke, 1976).

In this study, work satisfaction refers to the level of contentment employees feel with their job. The level of Work Satisfaction among BPO Employees was interpreted and described as “5- Very High”, “4- High”, “3-Moderate”, “2- Low”, and “1-Very Low”.

#### Scope and Limitations of the Study

This descriptive correlational research assessed the motivation, commitment, and work satisfaction among BPO employees in a hybrid work setup in Iloilo City, Philippines, for the year 2022.

The researcher gathered responses from 220 employees from 11 business process outsourcing companies in Iloilo City as respondents to this study. To obtain the sample, the researcher used convenience sampling. According to Crossman (2019), convenient sampling is a non-probability sample in which the researcher uses the subjects that are nearest and available to participate in the research study. This technique is also referred to as "accidental sampling," and is commonly used in pilot studies prior to launching a larger research project.

The independent variables are the respondents' demographic profile, such as age, sex, educational attainment, and tenure, and the dependent variables are motivation, commitment, and work satisfaction of BPO employees.

To gather the required data, a modified researcher-made instrument was used. The instrument has four parts: the first part was the profile sheet intended to gather personal data of the respondents; the second part was the level of BPO employees' Motivation, the third part was the Employees' job commitment; and the fourth part was the work satisfaction of BPO employees.

The content validity and reliability of the researcher-made instrument were evaluated using the Good and Scates criteria. All suggestions for improvement or amendment were taken into account while creating the final document, and copies were made for use in administration.

The reliability of the questionnaire for the degree of motivation, commitment, and job satisfaction was pilot tested using Cronbach alpha. The questionnaire was considered reliable; the result was greater than .70.

In order to interpret the gathered data, the statistical tools used were frequency count, percentage, mean, Mann-Whitney U-Test, Kruskal-Wallis H-Test, and Spearman's rho. All statistical computations were processed using the Statistical Package for the Social Sciences (SPSS) software. The margin of error was set at .05 alpha.

## II. REVIEW OF RELATED LITERATURE AND STUDIES

This chapter presents significant highlights of the review of related literature and other publications that are parallel to this research. The information, concepts, and ideas were taken from news articles, abstracts, and journals from both local and foreign sources, as well as interactive media.

### Conceptual Literature

#### On Employees' Motivation BPO Employees in Hybrid Work Set-Up

The BPO industry involves outsourcing non-core business functions to external service providers, allowing organizations to focus on their core competencies (Mukucha et al., 2020). Initially driven by cost savings, BPO has evolved to include a wide range of services such as customer support, IT services, finance and accounting, and human resources management. This industry's growth has been propelled by advancements in technology, globalization, and the need for scalability in operations (Offshore Superstars, 2024; Delallana, 2023).

Technological advancements such as AI, robotic process automation (RPA), and cloud computing have revolutionized BPO operations (Isserman, 2024).

These innovations have enabled BPO firms to automate repetitive tasks, enhance data security, and provide real-time analytics, thereby improving service delivery and client satisfaction.

Hybrid work models represent a strategic blend of remote work and traditional on-site office attendance, providing employees with flexibility in determining their work environment and schedule (Sap Insights, 2024; McKinsey Global Institute, 2023). This approach gained considerable traction during the COVID-19 pandemic as organizations worldwide grappled with the need to safeguard employee health while maintaining operational continuity.

The flexibility inherent in hybrid work models allows employees to balance their professional responsibilities with personal preferences and needs. For instance, employees may choose to work remotely from home on certain days to avoid commuting or to accommodate personal commitments, while attending the office on other days for collaborative activities or meetings (Kirkham, 2024).

Employee motivation is a critical factor influencing organizational performance, productivity, and employee satisfaction. Understanding the complex dynamics of motivation can help organizations develop strategies to enhance employee engagement and achieve strategic goals.

Employee motivation theories provide frameworks to understand what drives individuals to perform optimally within organizational settings. According to Self-Determination Theory (SDT), motivation arises from intrinsic needs for autonomy, competence, and relatedness (Ryan & Deci, 2020). This theory posits that employees are motivated when they perceive their work as meaningful and aligned with personal values and goals.

There are different ways the organization can satisfy their employees and motivate them. Intrinsic motivation stems from internal factors such as personal growth, achievement, and enjoyment of tasks (Morris et al., 2022). Extrinsic motivation, on the other hand, involves external rewards like bonuses or promotions (Deci & Ryan, 2021). A balance between

these motivators is crucial for sustained employee engagement.

Transformational leadership, characterized by vision, inspiration, and individualized consideration, enhances employee motivation by fostering a sense of purpose and empowerment (Lai et al., 2020; Susilo, 2019).

Supportive organizational cultures that value openness, trust, and fairness positively impact employee motivation (Baquero, 2023; Radu, 2023). Cultures that promote collaboration and recognition for achievements contribute to a motivational work environment.

BPO firms have swiftly embraced hybrid work models as a strategic response to evolving workplace dynamics and employee expectations. By allowing employees to work from home part-time or on specific days, firms reduce overhead costs, improve work-life balance, and attract a wider talent pool (Ramya and Kathiravan, 2024).

#### On Employees' Commitment

Employee commitment is a vital construct in organizational behavior, reflecting the extent to which employees identify with and are dedicated to their organization. Understanding the dynamics of employee commitment can help organizations enhance loyalty, reduce turnover, and improve overall performance. As to Meyer and Allen's (1991) three-component model continues to be foundational, identifying three forms of commitment: affective commitment (emotional attachment), continuance commitment (awareness of the costs associated with leaving), and normative commitment (feeling of obligation to remain) (Lamentan Muda & Yuen Fook, 2020). Recent studies have expanded on these dimensions, exploring their interactions and influence on employee behavior in various contexts.

Contemporary issues and trends in employee commitment include the rise of remote work and its associated challenges and opportunities. Effective communication, virtual team-building, and maintaining a sense of belonging are essential for sustaining commitment in remote and hybrid work environments (Haque, 2023; Jämsen et al., 2022;

Henke et al., 2022). Additionally, there is a growing recognition of the link between employee well-being and commitment. Organizations that prioritize mental health, work-life balance, and provide wellness programs tend to see higher levels of commitment (Frank et al., 2024; Malik, 2023; Sovold et al., 2021). Ethical leadership also enhances employee commitment by fostering a culture of trust, fairness, and ethical behavior within the organization, making employees more likely to commit to organizations where leaders demonstrate integrity and ethical decision-making (Din & Zhang, 2023).

Thus, to enhance employee commitment, organizations can implement supportive leadership practices, training leaders in transformational and ethical leadership to foster a supportive and motivating work environment. Enhancing work-life balance through flexible work arrangements, wellness programs, and mental health support can also promote employee well-being and commitment. Providing career development opportunities by creating clear career paths, offering professional development programs, and ensuring job security strengthens continuance commitment.

#### On Employees' Work Satisfaction

Work satisfaction, also known as job satisfaction, is a measure of how content an individual is with their job. Job satisfaction is a measure of an employee's contentedness with their job, the feeling of enjoyment or fulfillment that a person derives from their job. It is measured in behavioral, cognitive, and affective components. Job satisfaction can be separated into two categories: intrinsic job satisfaction and extrinsic job satisfaction. Intrinsic job satisfaction focuses on what kind of work is being done and the tasks and duties that make up the job. Extrinsic job satisfaction focuses on work conditions such as the environment, supervisor, pay, and coworkers (Herrity, 2024). Job satisfaction, on the other hand, is a pivotal concept in organizational behavior, reflecting an employee's emotional response to their job. High levels of job satisfaction are associated with increased productivity, reduced turnover, and enhanced organizational commitment. Understanding the factors that contribute to job satisfaction is crucial for developing strategies to maintain a motivated and effective workforce.

Bourne (2021) Job satisfaction can be a two-way street. Employees need to feel satisfied, and organizations must help employees realize their potential. Motivating employees may be just as important. Job satisfaction links to motivation, which employees can gain even more of when realizing their full potential. Besides providing adequate salaries and health insurance, much more can be done by companies to motivate and guide employees. In turn, companies will reap the benefits of loyalty and shared objectives.

BasuMallick, (2021) Job satisfaction, an unquantifiable metric, is defined as a positive emotional response you experience when doing your job or being present at work. Leading organizations are now trying to measure this feeling, with job satisfaction surveys becoming a staple at most workplaces. It's important to remember that job satisfaction varies from employee to employee. In the same workplace, under the same conditions, the factors that help one employee feel good about their job may not apply to another employee. For this reason, it is essential to have a multidimensional approach to employee satisfaction, covering the following areas: the challenging nature of work, pushing employees to new heights, a level of convenience (short commutes, access to the right digital tools, and flexible hours), regular appreciation by the immediate management and the organization as a whole, competitive pay, which helps employees maintain a good quality of life, and the promise of career progression in sync with employees' personal growth targets.

The concept of job satisfaction has been extensively studied through various theoretical frameworks. Herzberg's Two-Factor Theory remains influential, positing that job satisfaction and dissatisfaction arise from two different sets of factors: motivators (intrinsic factors) and hygiene factors (extrinsic factors) (Nor et al., 2024; Alrawahi et al., 2020; Herzberg, 1968). Motivators, such as achievement and recognition, lead to job satisfaction, while hygiene factors, such as salary and work conditions, can cause dissatisfaction if not adequately addressed.

Several factors influence employee commitment and job satisfaction. Leadership and organizational

support are critical, as transformational leaders who inspire and provide vision can significantly enhance affective commitment (Jiatong et al., 2022; Peng et al., 2019). Additionally, a positive work environment that includes fair treatment, recognition, and growth opportunities fosters higher levels of commitment, with organizational cultures emphasizing collaboration and shared values positively influencing normative commitment (Zhenjing et al., 2022). Job security and career development opportunities are also crucial for continued commitment; employees who feel secure in their jobs and see a clear path for growth are more likely to stay with their organization (Al Balushi et al., 2022).

Thus, the relationship between employee commitment and job satisfaction is well-established in organizational behavior research. These constructs are closely linked and often influence each other, leading to significant implications for employee performance, retention, and overall organizational effectiveness.

#### Related Studies

##### Foreign Studies

In a recent study, Andersson and Vainkovaite (2024) examined workplace motivation in the context of hybrid work environments within knowledge-intensive organizations in Sweden. The study aimed to explore employees' experiences and perceptions of intrinsic workplace motivation under hybrid work arrangements. It also compared two groups of workers: those with mandatory work regulations and those without. For both groups, fulfilling the psychological need for autonomy was essential for achieving relatedness and self-perceived competence. The need for relatedness was better met in the group with mandatory office days, while it was not fully satisfied in the unregulated group. There were no significant differences between the groups in terms of self-perceived competence, as both groups reported satisfaction in this area, and hybrid work arrangements did not appear to have a strong influence. Overall, regulated hybrid work settings positively impacted intrinsic motivation.

In a related study, Arpilina and Mardianty (2023) identified factors influencing employee satisfaction and productivity in hybrid work, including the balance between professional and personal lives, flow



experience, work flexibility, and organizational support. They found that these factors positively impacted satisfaction and perceived productivity, which in turn influenced workers' intention to continue hybrid work. The study contradicted previous research by showing that both satisfaction and productivity significantly affected the desire to work hybridly in the future. The results suggest that employees feel higher satisfaction and productivity working from home, prompting a preference for hybrid work. Consequently, management and HR should consider implementing hybrid work arrangements to improve employee satisfaction and productivity.

Vehosalmi (2022) examined changes in employee motivation at work since the onset of the coronavirus pandemic. The study aimed to highlight the shift in motivational needs and suggest ways companies can enhance employee motivation during this period of changing work conditions. The findings revealed that the rise of hybrid work led to employees demanding more flexibility and a greater need for autonomy compared to pre-pandemic times. Employee retention has become crucial due to the "great resignation" phenomenon, where employees leave jobs that don't meet their increased expectations for flexibility and freedom. The study recommended that, moving forward, employees will expect more from their employers, including a better work-life balance. While motivation varies among individuals, flexibility and autonomy are key drivers for many. Establishing a strong sense of trust between employers and employees is essential for improved motivation and long-term commitment during the great resignation era.

Kumar and Das (2022) found that the hybrid work model enhances mental well-being, social and professional life balance, and job satisfaction among employees in India. However, working solely from home post-COVID led to challenges like social loafing, increased workloads, and unclear performance metrics. While office workers appreciated more leisure and family time, they also experienced loneliness and stress. Single individuals enjoyed working from home more than those with children, who faced higher stress and preferred a hybrid model for better flexibility and motivation. The study concluded that the pandemic increased the

demand for flexible work environments, improving quality of life with better meals, family time, exercise, and rest. Employers should adopt hybrid models that combine home and office work, providing flexibility, work-life balance, autonomy, and motivation to enhance job satisfaction.

Sultana et al. (2021) investigated the impact of motivation and commitment on job satisfaction and employee performance in a work-from-home (WFH) setting, focusing on Selangor and Kuala Lumpur, Malaysia. In the WFH context, the study found that normative commitment and intrinsic motivation are key factors directly influencing both job satisfaction and employee performance. Additionally, job satisfaction was found to partially mediate the relationship between employee commitment and performance. These findings provide valuable insights for human resources and policymakers as they work to develop effective WFH strategies. This study is among the few empirical studies that examine the effect of motivation and commitment on employee satisfaction and performance in a WFH context.

Ali et al. (2023) explored factors affecting remote workers' job satisfaction and personal wellbeing in Utah using the Ability, Motivation, Opportunity (AMO) framework. Analyzing data from 143 remote workers, the study identified intrinsic motivation, affective commitment, opportunity, and amotivation as key predictors of job satisfaction, while self-efficacy, amotivation, and job satisfaction influenced personal wellbeing. The structural equation model (SEM) revealed that higher self-efficacy, lower motivation, and greater job satisfaction led to better personal wellbeing. The study also found that HR policies and organizational culture indirectly impacted job satisfaction, but directly influenced key predictors of both job satisfaction and personal wellbeing. Overall, the results highlighted the interconnectivity of HR practices, AMO factors, job satisfaction, and personal wellbeing. This underscored the impact of motivation on work satisfaction.

Davidescu et al. (2020) explored the connections between employee development, worktime, workspace flexibility, job satisfaction, and job performance among Romanian employees. The study assessed how various types of flexibility—contractual,

functional, working time, and workspace—impact sustainable HRM and job satisfaction. Using feedback from a national survey, they created an "employee flexibility composite indicator" and employed binary logistic regression models to measure its effect on job satisfaction. The research emphasized the role of new workspaces (flex office, co-working, total home office, partial home office) in influencing job performance, satisfaction, organizational performance, professional growth, and motivation. Results indicated that these workspaces are well-regarded, with partial home working being optimal for improving performance, relationships, learning, and motivation.

The analysis revealed a medium level of flexibility among employees, with only one third demonstrating high flexibility. Functional, working time, and workspace flexibility, along with the flexibility composite indicator, were found to significantly enhance job satisfaction. For sustainable HRM, the study suggests that integrating employee development with flexible worktime and places is crucial for increasing job satisfaction and organizational performance.

#### Local Studies

Corral (2024) examined the impact of hybrid and on-site work arrangements on job satisfaction and motivation among 113 employees in the Metro Manila BPO industry, with 62 in hybrid and 51 in on-site roles. Using a quantitative, cross-sectional approach, the study employed the Workplace Wellbeing Index to measure satisfaction with autonomy, competence, and relatedness based on Self-Determination Theory (SDT). Contrary to initial hypotheses, the findings showed no significant differences in motivation or job satisfaction between the two work arrangements. This suggests that BPO employees have adapted well to their respective setups. The study highlights the value of flexible work arrangements, competence development, and social connection for enhancing job satisfaction and motivation. BPO employers can improve outcomes by aligning work arrangements with employee needs and preferences.

Santillan et al. (2023) also examined the hybrid work model at a Quezon City-based technology company specializing in industrial software and engineering.

The study aimed to help the organization become a "Great Place to Work" by focusing on employee well-being, career growth, and overall happiness. Surveying 354 employees, the study found that 84.4% believed the hybrid work model effectively improved job execution, teamwork, work-life balance, satisfaction, communication, and collaboration. The model was praised for its flexibility and ability to balance professional and personal well-being. The study highlighted the importance of communication in hybrid teams, valuing both remote tools and face-to-face interactions. The findings suggested new ideas and growth opportunities for the company, emphasizing the hybrid model as a catalyst for success and stakeholder well-being.

Dacanay et al. (2023) examined how job motivation influences accountants' job satisfaction. They utilized the Multidimensional Work Motivational Scale (MWMS) and the Minnesota Satisfaction Questionnaire (MSQ) to gather data from respondents. Through multiple regression analysis, they analyzed the collected data and found that job motivation strongly influences the job satisfaction of accountants. The study's findings were thoroughly reviewed, discussed, and recommendations were provided to benefit stakeholders and advance the existing knowledge in the field.

A study by Gumasing et al. (2023) examined the impact of ergonomics on job satisfaction among employees in the business process outsourcing (BPO) industry. It emphasized that a comfortable and safe work environment is crucial for productivity and satisfaction. The analysis revealed that both macro-ergonomics and physical ergonomics significantly enhance overall productivity, while cognitive and macro-ergonomics greatly influence job satisfaction. The study also confirmed a strong association between productivity and job satisfaction. This study is among the first to investigate the relationship between ergonomic factors and Filipino BPO workers' productivity and satisfaction. The findings can serve as a reference for future research, particularly on additional ergonomic factors and extrinsic variables that were not covered in this study. The proposed framework may also be adapted for further studies to yield more precise and updated results.

Diaz et al. (2023) conducted a study on the BPO industry, focusing on the impact of work-from-home arrangements on employee productivity. The research, involving employees from a BPO company in San Fernando, Pampanga, Philippines, found a positive correlation between work-from-home setups and productivity. It also identified that work-life balance, flexibility, and job satisfaction significantly mediate this relationship. The study concluded that providing a work environment that supports these factors is crucial for maintaining and enhancing productivity. These findings can inform BPO companies and other industries on how to improve productivity through effective work-from-home arrangements.

Gochangco and Ocenar (2024) investigated the motivational factors of Generation Z employees in the BPO industry using Herzberg's approach. The study linked job satisfaction to situations in which Generation Z felt motivated and job dissatisfaction to scenarios in which they felt demotivated. This generation was motivated by a conducive work environment, favorable policies, supportive leaders and teammates, and competitive salaries. Intrinsic motivators were continuous personal and career growth and aspirations for job promotions. Demotivators included salary disputes, changes in work conditions like remote work, negative interactions with teammates, unsupportive leaders, a lack of rewards and recognition, and an absence of training and development opportunities. The study recommended that BPO companies implement programs to motivate and satisfy Generation Z employees, such as flexible work schedules, recognition and rewards, and training and development. These programs would help BPO companies retain Generation Z employees by adapting to their needs and preferences.

Another study by Mores (2022) explored how different segments of Filipino remote workers perceive the work-from-home setup, specifically BPO employees. The study surveyed 166 remote Filipino employees using an online questionnaire. Results indicated that evaluations of work efficiency and necessary attributes varied based on gender, age, education level, and length of employment. The study revealed that the most satisfied remote worker in the Philippines is a millennial woman with a bachelor's

degree and relatively short tenure in BPO, but she expressed concern about the lack of feedback affecting her efficiency. Conversely, the least satisfied remote worker is a millennial man with a bachelor's degree and less than a year of experience in management and administration, emphasizing the importance of work-life balance and the absence of face-to-face interaction and connection as crucial factors impacting satisfaction.

#### Relevance of the Review of Related Literature

The shift towards hybrid work environments within the business process outsourcing (BPO) industry has significantly reshaped how employees perceive their work, affecting motivation, commitment, and job satisfaction. This review of the literature combines insights from studies conducted both internationally and locally, emphasizing the strategies and implications crucial for the successful implementation of hybrid work models.

Acosta and Gonzalez (2023) conducted a meta-analysis that revealed remote work's dual impact: it boosts employee motivation by offering autonomy and flexibility while also presenting challenges such as communication barriers and feelings of isolation. Likewise, research by the McKinsey Global Institute (2023) highlighted a notable 25% increase in employee engagement and productivity in hybrid work setups, stressing the importance of fostering collaboration and a sense of belonging.

Ramya and Kathiravan (2024) found that hybrid work arrangements enhance intrinsic motivation through increased autonomy and flexibility, while recognizing the ongoing significance of extrinsic factors like performance-based rewards in maintaining engagement. Transformational leadership emerges as a critical factor in this context, as demonstrated by studies from Shuqair et al. (2023) and Zhenjing et al. (2022), which underscore how inspirational leadership styles can significantly elevate employee commitment and job satisfaction.

Studies echo these findings on a local scale. Delallana (2023) highlighted that Filipino BPO employees highly value the flexibility afforded by hybrid work arrangements, which enhances their intrinsic motivation. Lopez (2022) and Garcia (2022)

emphasized the crucial role of effective communication tools and supportive organizational cultures in overcoming challenges associated with remote collaboration. Additionally, Cruz and Santos (2022) demonstrated that transformational leadership positively influences employee commitment in hybrid work environments, contributing to improved job satisfaction and reduced turnover rates.

Mendoza and Reyes (2021) reinforced the importance of balancing both intrinsic and extrinsic motivators to sustain employee engagement and job satisfaction in hybrid work settings. Their findings underscored the critical role of performance-based rewards and recognition in maintaining high levels of employee motivation.

Collectively, these studies illuminate the multifaceted dynamics of employee motivation, commitment, and job satisfaction within hybrid work environments, particularly within the BPO sector. The proposed study aims to delve deeper into these dynamics, focusing specifically on the Philippine BPO industry. By integrating insights from global and local research, this study seeks to provide a comprehensive understanding of how organizations can optimize hybrid work arrangements to enhance employee well-being and organizational performance. The emphasis on transformational leadership, effective communication strategies, and a balanced approach to motivational factors underscores the relevance of exploring strategies that sustain employee engagement and productivity in hybrid work setups.

### III. RESEARCH METHODOLOGY

This chapter includes and discusses the research design, respondents of the study, reliability testing, validity of the instrument, data gathering instrument, data gathering procedure, and statistical tools to be used.

The study assesses the motivation, commitment, and work satisfaction among business process outsourcing employees in hybrid work setups in Iloilo City, Philippines, for the year 2023.

This study utilized a descriptive research design using the survey-correlation method. According to Trochim

(2006), survey-research involves the use of questionnaires and statistical surveys to gather data about people and their thoughts and behaviors. A correlational study, according to Leedy and Ormrod (2001) explores relationships among different things. It may tell about the extent to which two human characteristics are associated with one another, or it may give information about the degree to which certain human behaviors occur in conjunction with certain environmental conditions. Cherry (2022) A correlational study is a type of research design that looks at the relationships between two or more variables. Correlational studies are non-experimental, which means that the experimenter does not manipulate or control any of the variables.

This method is appropriate to the study since the researcher assesses the motivation, commitment, and work satisfaction among Business Process Outsourcing (BPO) employees in a hybrid work setup in Iloilo City.

The data were collected, summarized, organized, and analyzed to test the formulated hypotheses.

#### The Respondents of the Study

The study's respondents were the 220 conveniently selected employees working for the 11 Business Process Outsourcing Company in Iloilo City, Philippines. The researcher used non-probability sampling to identify the respondents based on their availability. The researcher wrote the names of 11 business process outsourcing companies gathered in a sampling list on pieces of paper. The total number of employees involved in the hybrid setup of each BPO was obtained from the Human Resource Office, and the sample was selected using quota sampling. Every 20 BPO employees selected were really practicing the hybrid setup and were available during the conduct of the study.

The distribution of respondents is shown in Table 1.

Table 1. Distribution of Respondents

	Business Process Outsourcing Company	N	%
1	Sagility	20	9

2	iQor	20	9
3	WNS	20	9
4	Concentrix	20	9
5	Carelon Global Solutions	20	9
6	Asurion	20	9
7	XtenOps	20	9
8	OneVirtual	20	9
9	Transcom	20	9
10	Telus	20	9
11	Reed Elsevier	20	9
Total		220	100

**Data Gathering Instruments**

The data in this study were gathered using the researcher-made questionnaire, which was composed of four parts.

Part I was designed to gather data on the profile of the respondents in terms of age, sex, educational attainment, position, and tenure. Part II was designed to gather data on the motivation of business process outsourcing employees. Part III was designed to gather data on the work commitment of business process outsourcing employees. Lastly, Part IV was designed to gather data on the level of work satisfaction of business process outsourcing employees.

The respondents are asked to complete the questionnaires by referring to the following numerical weights and corresponding descriptions: a weight of 5 indicates "Strongly agree," 4 represents "Agree," 3 signifies "Uncertain," 2 means "Disagree," and 1 denotes "Strongly disagree."

*Strongly agreeing* means that the respondent agreed to a great extent with the idea or situation conveyed by the item.

*Agree* means that the participant agreed with the item's idea or situation.

*Uncertainty* means that the respondent neither agreed nor disagreed with the statement or situation conveyed by the item.

*Disagreement* means that the respondent disapproves of the idea or situation conveyed by the item.

*Strongly disagreeing* means that the respondent dissented to a great extent with the idea or situation conveyed by the item.

To interpret the scores, the researcher used the following scales of means and interpretations:

*Employees' Motivation Questionnaire:*

Scale of Means	Descriptive Rating	Interpretation
4.21 – 5.00	Very High	The Business Process Outsourcing Employees are inspired and willing to work all the time
3.41 – 4.20	High	The Business Process Outsourcing Employees are inspired and willing to work most of the time
2.61 – 3.40	Moderate	The Business Process Outsourcing Employees are inspired and willing to work sometimes
1.81 – 2.60	Low	The Business Process Outsourcing Employees are not inspired and unwilling to work most of the time
1.00 – 1.80	Very Low	The Business Process Outsourcing Employees are not inspired and unwilling to work all the time

*Employees' Commitment Questionnaire :*

Scale of Means	Descriptive Rating	Interpretation
4.21 – 5.00	Very High	Business Process Outsourcing Company employees are responsible and

		enthusiastic to do their job all the time.			Business Process Outsourcing Company in Iloilo City.
		Business Process Outsourcing Company employees are responsible and enthusiastic to do their job most of the time.	1.81 – 2.60	Low	Employees are slightly happy in hybrid work set up of Business Process Outsourcing Company in Iloilo City.
3.41 – 4.20	High	Business Process Outsourcing Company employees are responsible and enthusiastic to do their job most of the time.	1.00 – 1.80	Very Low	Employees are not happy in hybrid work set up of Business Process Outsourcing Company in Iloilo City.
2.61 – 3.40	Moderate	Business Process Outsourcing Company employees are responsible and enthusiastic to do their job sometimes.			
1.81 – 2.60	Low	Business Process Outsourcing Company employees are responsible and enthusiastic to do their job few of the time.			
1.00 – 1.80	Very Low	Business Process Outsourcing Company employees are not responsible and enthusiastic to do their job.			

**Validity of the Instrument**

The improved researcher-made made-questionnaire was submitted for validation through the assistance of the research experts, statisticians, and campus paper adviser. To check whether the questions were appropriate, clear, reasonable, non-spatial, typical, and sufficiently inclusive, the Good and Scates Criteria Validation was performed. To finally make sure that the questionnaire was valid, suggestions and comments from the validators were incorporated to produce the final copy.

**Reliability of the Research Instrument**

In determining the reliability of the questionnaire, the instrument was pilot-tested with 30 business process outsourcing employees in Iloilo Province who were not part of the actual respondents but, however, possessed similar attributes to the actual respondents. In order to make the questionnaires easier to complete during the real survey and to record the data, a pilot test was conducted. The data were tallied and subjected to a reliability test using Cronbach’s alpha. For the instrument to be considered reliable, the coefficient must be 0.80 or higher.

Cronbach’s alpha statistic is used to assess the reliability or internal consistency of responses across a set of questions (scale items) designed together to measure a particular concept (scale). It consists of an alpha-coefficient with a value between 0 and 1. Values of 0.8 or above suggest that the questions on the scale are internally consistent (Saunders, Lewis and Thornhill, 2019). After completing the reliability testing, the results were 0.856 for motivation, 0.906 for commitment, and 0.967 for work performance. These coefficients were considered reliable.

*Employees’ Work Satisfaction Questionnaire :*

Scale of Means	Descriptive Rating	Interpretation
4.21 – 5.00	Very High	Employees are extremely happy in hybrid work set up of Business Process Outsourcing Company in Iloilo City.
3.41 – 4.20	High	Employees are happy in hybrid work set up of Business Process Outsourcing Company in Iloilo City.
2.61 – 3.40	Moderate	Employees are moderately happy in hybrid work set up of

#### Data Gathering Procedure

The pre-investigation, investigation, and post-investigation phases were all used by the researcher to conduct the study. The researcher created a table of specifications taking into account the study's factors during the pre-investigation stage. The table of specifications served as the foundation for the questionnaire. The validity of the questionnaire was checked by the expert panel.

In the investigation phase, the researcher administered the questionnaires to the respondents and explained each item on the questionnaire to ensure that essential data were properly collected. The results of the data gathering were kept appropriately to ensure confidentiality.

The respondent's names were never be mentioned in any aspect of the research, and they were never emotionally or physically damaged while serving as a respondent for the study. This was done to ensure that the research was conducted ethically. To prevent copyright infringement or plagiarism, the dates and materials used in the study are accurately and properly sourced in documents. The individuals who contributed to the validity and verification of the questionnaire's questions received a letter of communication. To make sure that the questionnaires issued are well-organized and uphold all ethical standards.

In the post-investigation phase, the data were collected, encoded, and processed using the Microsoft Excel application and the Statistical Package for Social Science (SPSS) software.

#### Statistical Tools Used

This study used the following: frequency count, Mean, Percentages, Kruskal Wallis H-test, Mann Whitney U-test and Spearman's rho Correlations as statistical tools to determine the level of Motivation, Commitment and Work Satisfaction among Business Process Outsourcing Employees in Iloilo City, Philippines for the year 2023.

Frequency Count. This was used to determine the personal profile of the respondents according to these variables: age, sex, educational attainment, position, and tenureship. The number of responses for each

effect will be counted, and the percentage will be determined.

Percentage. Percentage analysis was used to determine the demographic profile of the respondents and which portion of the participants belonged to a class or category of the variables.

Mann Whitney U-Test. This was used to determine significant differences in means of the extent of motivation, commitment, and work satisfaction of Business Process Outsourcing (BPO) employees in Iloilo City when classified according to sex.

Kruskal-Wallis H-Test. This was used to determine significant differences in means of the extent of motivation, commitment, and work satisfaction of Business Process Outsourcing (BPO) employees in Iloilo City when classified according to the variables of age, educational attainment, position, and tenureship.

Spearman's rho Correlation. The Spearman's rho Correlation was employed to find significance of relationship among Motivation, Commitment, and Work Satisfaction of Business Process Outsourcing Employees in Iloilo City.

#### IV. PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

This chapter presents, analyzes, and interprets the data to determine the motivation, commitment, and work satisfaction among business process outsourcing employees in hybrid work set up in Iloilo City, Philippines, for the year 2023.

##### Demographic Profile of the Respondents

Table 2 offers an overview of the 220 respondents' demographic characteristics, including age, gender, education, job positions, and tenure. This analysis highlights key trends and patterns, providing essential context for interpreting the study's findings and understanding workforce dynamics in the business process outsourcing sector.

The age distribution showed that 55.90% of respondents were in the 20-30 year old category, while 44.10% were aged 31 and above. The sex distribution

indicated that 72.70% of respondents were female and 27.30% were male. In terms of educational attainment, the majority held a Bachelor's Degree (73.60%), followed by Senior High School graduates (25.50%), and a small percentage with a Graduate Degree (0.90%). Regarding positions, respondents mainly served as Agents/Customer Service Representatives (CSR) (89.55%), with smaller percentages in roles such as Subject Matter Expert (5.00%), Quality Assurance Specialist (2.30%), and Team Leader (3.20%). In terms of tenure, the majority had a tenure of 1-5 years (72.30%), followed by below 1 year (21.80%), and 6-10 years (5.90%).

The demographic profile showed that young professionals aged 30 and below, mostly female with a bachelor's degree, were primarily customer service representatives, and their tenure with their job dominated business processing outsourcing.

Table 2. Demographic Profile of the Respondents

Variable	f	%
As a Whole	220	100%
Age		
20-30 years old	123	55.90%
31 and above	97	44.10%
Sex		
Male	60	27.30%
Female	160	72.70%
Educational Attainment		
Senior High School	56	25.50%
Bachelor's Degree	162	73.60%
Graduate Degree	2	0.90%
Position		
Agent/CSR	197	89.55%
Subject Matter Expert	11	5.00%
Quality Assurance Specialist	5	2.30%
Team Leader	7	3.20%
Tenureship		
Below 1 year	48	21.80%
1-5 years	159	72.30%
6-10 years	13	5.90%

Level of Motivation among Business Process Outsourcing Employees in Hybrid Work Set up in Iloilo City When Taken as a Whole

Table 3 provides a detailed analysis of motivation levels among Business Process Outsourcing (BPO) employees in a hybrid work setup in Iloilo City. It explores how the hybrid model, which involves both remote and in-office work, affects employee engagement, satisfaction, and productivity. This analysis offers insights into the factors influencing motivation and aids in developing strategies to improve workplace morale and effectiveness.

As a whole, the motivation level was "Very High," with a mean score of 4.94, based on the scale. Each item contributed to this overall assessment, showcasing consistently high mean scores. Employees found their work exciting and challenging (4.96), understood expectations at work (4.96), felt sufficiently motivated by superiors (4.96), and were motivated to achieve their goals (4.95). Opportunities for learning and growth (4.87) and job satisfaction, including salary (4.96), were also rated "Very High." Other aspects, such as enjoying work, going the extra mile for customers, job security, advancement opportunities, and satisfaction with communication, pride, liking colleagues, and a sense of belonging, all contributed to the overall "Very High" motivation level.

The results indicated that all BPO employees were inspired and willing to do their tasks in a hybrid work setup. There were different ways the organization could satisfy their employees and motivate them. Intrinsic motivation stemmed from internal factors such as personal growth, achievement, and enjoyment of tasks (Morris et al., 2022). Extrinsic motivation, on the other hand, involved external rewards like bonuses or promotions (Deci & Ryan, 2021). A balance between these motivators was crucial for sustained employee engagement.



Table 3. Level of Motivation among Business Process Outsourcing Employees in Hybrid Work Set up in Iloilo City When Taken as a Whole

Items	Mean	Description
As a Whole	4.94	Very High
Find my work exciting and challenging.	4.96	Very high
Know what is expected of me at work.	4.96	Very high
Feel that you are sufficiently motivated by your superiors.	4.96	Very high
Am motivated to achieve my goals.	4.95	Very high
Have the opportunity to do what I do best every day.	4.96	Very high
Have had opportunities at work to learn and grow.	4.87	Very high
Am well compensated according to my job.	4.96	Very high
Enjoy going to work and performing at my best.	4.96	Very high
Am well supported by the company.	4.96	Very high
Feel secured in my job.	4.91	Very high
Find opportunities for advancement and in this organization.	4.95	Very high
Am well communicated by other staff and management.	4.95	Very high
Feel a sense of pride in doing my job.	4.92	Very high
Like the people I work with.	4.92	Very high
Have a sense of belonging in my place of work.	4.91	Very high

*Scale of Mean: 5.00-4.21 Very High (VH), 4.20-3.41 High (H), 3.40-2.61 Moderate, 2.60-1.81 Low (L), and 1.80-1.00 Very Low (VL)*

Level of Motivation among Business Process Outsourcing Employees in Hybrid Work Set up in Iloilo City When Taken as a Whole and When Classified According to Age, Sex, Educational Attainment, Position, and Tenure

Table 4 illustrates the motivation levels among Business Process Outsourcing (BPO) employees in a hybrid work setup in Iloilo City, with a focus on various demographic factors. This table analyzes how different demographic variables, such as age, sex, educational attainment, position and tenureship,

impact motivation within the hybrid work environment. By incorporating these factors, Table 4 provides a nuanced understanding of how demographic characteristics influence employee motivation, offering valuable insights for tailoring strategies to enhance engagement and productivity in this specific context.

The motivation levels among Business Process Outsourcing (BPO) employees in a hybrid work setup in Iloilo City were found to be exceptionally high, with an overall mean score of 4.94, indicating a "Very High" level of motivation. The exceptionally high mean score for motivation levels among Business Process Outsourcing (BPO) employees in a hybrid work setup in Iloilo City indicates a strong sense of drive and enthusiasm among the workforce. This "Very High" level of motivation suggests that employees are highly engaged, dedicated, and likely to be productive in their roles. Such a positive result reflects well on the effectiveness of the hybrid work model in fostering a motivating work environment. This high level of motivation can lead to better job performance, increased job satisfaction, and reduced turnover rates, contributing to overall organizational success.

The employees of different age groups (20-30 years old and 31 and above), both males and females, and various positions (Agent/CSR, Subject Matter Expert, Quality Assurance Specialist, and Team Leader) all rated a "Very High" motivation level.

When examining motivation based on educational attainment, all levels—Senior High School (4.91), Bachelor's Degree (4.95), and Graduate Degree (5.00)—were categorized as "Very High." As assessed by respondents, the tenureship categories also showed consistent very high motivation, with below 1 year (4.95), 1-5 years (4.93), and 6-10 years (4.99) falling under the "Very High" classification.

The findings indicated a uniformly positive and very high motivation level among BPO employees across diverse demographic groups in the hybrid work setup in Iloilo City. It indicated that all business process outsourcing employees were inspired and willing to do their tasks in a hybrid work setup.

BPO firms have swiftly embraced hybrid work models as a strategic response to evolving workplace dynamics and employee expectations. By allowing employees to work from home part-time or on specific days, firms reduce overhead costs, improve work-life balance, and attract a wider talent pool (Ramya and Kathiravan, 2024). Supportive organizational cultures that value openness, trust, and fairness positively impact employee motivation (Baquero, 2023; Radu, 2023). Supportive cultures that promote hybrid work setups, collaboration, and recognition for achievements contribute to a motivational work environment.

Table 4. Level of Motivation among Business Process Outsourcing Employees in Hybrid Work Set up in Iloilo City When Taken as A Whole and When Classified According to Age, Sex, Educational Attainment, Position, and Tenure

Variable	Mean	Description
As a Whole	4.94	Very High
Age		
20-30 years old	4.94	Very High
31 and above	4.94	Very High
Sex		
Male	4.92	Very High
Female	4.95	Very High
Educational Attainment		
Senior High School	4.91	Very High
Bachelor's Degree	4.95	Very High
Graduate Degree	5.00	Very High
Position		
Agent/CSR	4.94	Very High
Subject Matter Expert	4.95	Very High
Quality Assurance Specialist	4.93	Very High
Team Leader	5.00	Very High
Tenureship		
Below 1 year	4.95	Very High
1-5 years	4.93	Very High
6-10 years	4.99	Very High

Scale of Mean: 5.00-4.21 Very High (VH), 4.20-3.41 High (H), 3.40-2.61 Moderate, 2.60-1.81 Low (L), and 1.80-1.00 Very Low (VL)

Level of Job Commitment among Business Process Outsourcing Employees in Hybrid Work Set up in Iloilo City When Taken as a Whole

Table 5 examines job commitment levels among Business Process Outsourcing (BPO) employees in a hybrid setup in Iloilo City. It explores how the hybrid work model impacts employee dedication and loyalty, providing insights into engagement and retention factors. This analysis is crucial for developing strategies to boost job satisfaction and long-term commitment.

The overall job commitment among Business Process Outsourcing (BPO) employees in a hybrid work setup in Iloilo City was rated as "Very High," with an impressive mean score of 4.93. Respondents demonstrated a robust commitment and keen awareness of daily metrics and goals, scoring 4.96 in both areas. They expressed a strong willingness to work extra hours to meet daily targets, again scoring 4.96. Employees showed a deep understanding of how their contributions aligned with the organization's goals, reflected in another high score of 4.96. Additionally, they were pleased with their decision to work for the organization, with a score of 4.95.

Furthermore, the majority of employees were willing to put in significant extra effort to ensure the organization's success, scoring 4.95. They found that their personal values closely aligned with those of the organization, also scoring 4.95. However, there was a slight dip in the score for their intention to stay with the company long-term, which stood at 4.73.

Overall, the findings suggest a highly positive level of job commitment among BPO employees, emphasizing the alignment of personal and organizational values, and a strong willingness to contribute to organizational success. The results support the hypothesis that managers and employers have effectively fostered supportive relationships among employees. In this scenario, BPO employees are highly responsible and enthusiastic about their roles, consistently demonstrating dedication and a positive attitude toward their work.

A positive work environment that includes fair treatment, recognition, and growth opportunities fosters higher levels of commitment, with organizational cultures emphasizing collaboration and shared values positively influencing normative commitment (Zhenjing et al., 2022). Job security and

career development opportunities are also crucial for continued commitment; employees who feel secure in their jobs and see a clear path for growth are more likely to stay with their organization (Al Balushi et al., 2022).

To enhance employee commitment, organizations can implement supportive leadership practices, training leaders in transformational and ethical leadership to foster a supportive and motivating work environment. Enhancing work-life balance through flexible work arrangements, wellness programs, and mental health support can also promote employee well-being and commitment. Providing career development opportunities by creating clear career paths, offering professional development programs, and ensuring job security strengthens continuance commitment (Gonzales, 2023).

Table 5. Level of Job Commitment among Business Process Outsourcing Employees in Hybrid Work Set up in Iloilo City When Taken as a Whole

Items	Mean	Description
As a Whole	4.93	Very High
Am aware of my daily metrics and goals.	4.96	Very High
Am willing to extend extra hours to reach my daily target.	4.96	Very High
Am going to work on time every day.	4.96	Very High
Am glad I chose to work for this organization.	4.95	Very High
Understands that my role is vital in the success of the organization.	4.96	Very High
See my self not leaving the company.	4.73	Very High
Can take initiative by proposing new projects to improve our work process.	4.94	Very High
Volunteer for extra work during business needs.	4.89	Very High
Am extremely glad that I chose to work here rather than one of the other jobs I was considering at the time I joined.	4.95	Very High
Seek guidance and feedback from my mentors to improve my performance.	4.87	Very High
Am following the coaching and feedback provided by my supports.	4.95	Very High
Take initiative to help our new hires in meeting their targets.	4.95	Very High

Would accept almost any type of job assignment in order to keep working for this organization.	4.95	Very High
See myself getting promoted.	4.95	Very high
Adapt to change in any business needs.	4.95	Very High

*Scale of Mean: 5.00-4.21 Very High (VH), 4.20-3.41 High (H), 3.40-2.61 Moderate, 2.60-1.81 Low (L), and 1.80-1.00 Very Low (VL)*

Level of Job Commitment among Business Process Outsourcing Employees in Hybrid Work Set up in Iloilo City When Classified According to Age, Sex, Educational Attainment, Position, and Tenureship

Table 6 offers a comprehensive assessment of job commitment among Business Process Outsourcing (BPO) employees in Iloilo City, analyzing both the overall group and specific subgroups categorized by demographic variables. This includes classifications based on age, sex, educational attainment, job position, and tenure. By examining these variables, Table 6 provides a detailed understanding of how different demographic factors influence job commitment, offering valuable insights for targeted strategies to enhance employee engagement and retention.

The overall job commitment among Business Process Outsourcing (BPO) employees in a hybrid work setup in Iloilo City was exceptionally high, with a mean score of 4.93, indicating a "Very High" level of commitment. This strong commitment was consistent across various demographic segments.

When examining commitment by age, both the 20-30 year-old group (mean score of 4.92) and the 31 and above group (mean score of 4.93) demonstrated "Very High" levels of job commitment. This suggests that employees, regardless of age, are equally dedicated to their roles within the organization.

In terms of sex, data showed similar results, with male employees scoring 4.92 and female employees scoring 4.93, both falling into the "Very High" commitment category. This indicates that job commitment is uniformly strong across both genders.

Educational attainment also revealed consistently high levels of commitment. Employees with a Senior High School education had a mean score of 4.90, those with a Bachelor’s Degree scored 4.94, and those with a Graduate Degree scored 4.87. Despite slight variations, all educational groups exhibited "Very High" job commitment.

Job commitment was equally robust across different positions within the organization. Agents/ Customer Service Representatives (CSR) had a mean score of 4.92, Subject Matter Experts scored 4.91, Quality Assurance Specialists scored 4.97, and Team Leaders scored 4.99. This indicates that regardless of job role, employees are highly committed to their work.

Tenureship also influenced job commitment, with "Very High" ratings observed across various lengths of service. Employees with less than 1 year of tenure had a mean score of 4.93, those with 1-5 years scored 4.92, and those with 6-10 years scored 4.96. These findings suggest that commitment remains strong regardless of how long employees have been with the organization.

Overall, the findings suggested a strong and consistent commitment to their jobs among BPO employees, emphasizing a positive work environment across demographic groups and job-related variables in the hybrid work setup. It indicated that Business Process Outsourcing Company employees were responsible and enthusiastic about doing their job all the time.

Organizations that prioritize mental health, work-life balance, and provide wellness programs tend to see higher levels of commitment (Frank et al., 2024; Malik, 2023; Sovold et al., 2021). Ethical leadership also enhances employee commitment by fostering a culture of trust, fairness, and ethical behavior within the organization, making employees more likely to commit to organizations where leaders demonstrate integrity and ethical decision-making (Din & Zhang, 2023).

Table 6. Level of Job Commitment among Business Process Outsourcing Employees in Hybrid Work Set up in Iloilo City When Classified According to Educational Attainment, Age, Sex, Position and Tenure

Variable	Mean	Description
As a Whole	4.93	Very High
<b>Age</b>		
20-30 years old	4.92	Very High
31 and above	4.93	Very High
<b>Sex</b>		
Male	4.92	Very High
Female	4.93	Very High
<b>Educational Attainment</b>		
Senior High School	4.90	Very High
Bachelor’s Degree	4.94	Very High
Graduate Degree	4.87	Very High
<b>Position</b>		
Agent/CSR	4.92	Very High
Subject Matter Expert	4.91	Very High
Quality Assurance Specialist	4.97	Very High
Team Leader	4.99	Very High
<b>Tenureship</b>		
Below 1 year	4.93	Very High
1-5 years	4.92	Very High
6-10 years	4.96	Very High

*Scale of Mean: 5.00-4.21 Very High (VH), 4.20-3.41 High (H), 3.40-2.61 Moderate, 2.60-1.81 Low (L), and 1.80-1.00 Very Low (VL)*

Level of Work Satisfaction among Business Process Outsourcing Employees in Hybrid Work Set up in Iloilo City When Taken as a Whole

Table 7 presents an evaluation of work satisfaction among Business Process Outsourcing (BPO) employees in Iloilo City, highlighting both overall satisfaction and various work-related aspects. The table reveals that the general level of work satisfaction is rated as "Very High," with a mean score of (M=4.92). This comprehensive assessment provides insights into employees' contentment with their work

environment and different facets of their job experience.

Work Satisfaction among Business Process Outsourcing Employees in Hybrid Work Setup in Iloilo City, when taken as a whole, was rated highly by the respondents. Employees expressed a strong sense of encouragement to innovate and improve, as evidenced by the “Very High” mean score of (M=4.96). They also reported having the necessary tools and resources (4.95) and clearly defined quality goals (4.95), contributing to a positive work environment. The availability of training opportunities (4.95) and encouragement from supervisors to offer suggestions and improvements (4.95) further enhanced job satisfaction.

While satisfaction with chances for promotion (4.90) and recognition for good performance (4.78) slightly dipped, the overall satisfaction remained “Very High.” Opportunities for professional skill development (4.94), effective communication with colleagues (4.95), and having room for personal and professional growth (4.91) contributed positively to overall work satisfaction.

Overall, the findings suggested a “Very High” level of work satisfaction among BPO employees in Iloilo City, indicating that employees were extremely happy in the hybrid work setup of Business Process Outsourcing Company in Iloilo City.

This is similar to the study of Davidescu et al. (2020) who explored the connections between employee development, worktime, workspace flexibility, job satisfaction, and job performance among Romanian employees. The study assessed how various types of flexibility—contractual, functional, working time, and workspace—impact sustainable HRM and job satisfaction. Using feedback from a national survey, they created an "employee flexibility composite indicator" and employed binary logistic regression models to measure its effect on job satisfaction. The research emphasized the role of new workspaces (flex office, co-working, total home office, partial home office) in influencing job performance, satisfaction, organizational performance, professional growth, and motivation. Results indicated that these workspaces are well-regarded, with partial home working being

optimal for improving performance, relationships, learning, and motivation. The analysis revealed a medium level of flexibility among employees, with only one third demonstrating high flexibility. Functional, working time, and workspace flexibility, along with the flexibility composite indicator, were found to significantly enhance job satisfaction. For sustainable HRM, the study suggests that integrating employee development with flexible worktime and places is crucial for increasing job satisfaction and organizational performance.

Table 7. Level of Work Satisfaction among Business Process Outsourcing Employees in Hybrid Work Set up in Iloilo City When Taken as a Whole

Items	Mean	Description
As a Whole	4.92	Very High
Am encourage to come up with new and better ways of doing things.	4.96	Very High
Am provided with tools and resources to do my job well.	4.95	Very High
Have clearly defined quality goals.	4.95	Very High
Am provided with trainings necessary for me to perform my job.	4.95	Very High
Feel encouraged by my supervisor to offer suggestions and improvements.	4.95	Very High
Am appropriately recognized when I perform well at my regular work duties.	4.78	Very High
Am provided with better opportunities.	4.90	Very High
Have adequate opportunities to develop my professional skills.	4.94	Very High
Am provide with accurate and clear job description.	4.95	Very High
Work with my coworkers well conveniently.	4.95	Very High
Easily communicate with members from all levels.	4.95	Very High
Am given room to grow and learn new things.	4.91	Very High
Have an opportunity to get a better job in this company.	4.95	Very High

Am proud to be a part of this company.	4.91	Very High
Am noticed when I do a good job.	4.78	Very High

*Scale of Mean: 5.00-4.21 Very High (VH), 4.20-3.41 High (H), 3.40-2.61 Moderate (M), 2.60-1.81 Low (L), and 1.80-1.00 Very Low (VL)*

Level of Work Satisfaction among Business Process Outsourcing Employees in Hybrid Work Set up in Iloilo City When Classified According to Age, Sex, Educational Attainment, Position, and Tenure

Table 8 illustrates the level of work satisfaction among Business Process Outsourcing (BPO) employees in Iloilo City, considering a range of demographic factors, including age, sex, educational attainment, position, and tenureship. The table reveals that, overall, employees have "Very High" satisfaction levels, with a mean score of 4.92. This analysis provides a detailed view of how different demographic variables influence work satisfaction, offering valuable insights into employee contentment across various groups.

Work satisfaction among Business Process Outsourcing (BPO) employees in a hybrid work setup in Iloilo City is rated as "Very High" across both age groups: 20-30 years old and 31 and above. Each group achieved a mean score of 4.92, reflecting exceptional levels of satisfaction within these age brackets.

In terms of sex, both male and female employees evaluated "Very High" work satisfaction, with mean scores of 4.91 and 4.92, respectively.

Regarding educational attainment, employees with different educational backgrounds expressed "Very High" satisfaction, with mean scores of 4.89 for Senior High School, 4.93 for Bachelor's Degree, and 4.83 for Graduate Degree.

Examining work satisfaction by position, Agent/CSR and Subject Matter Expert roles assessed "Very High" scores (4.92 and 4.91, respectively), while Quality Assurance Specialist and Team Leader roles rated even higher satisfaction, reaching the score of 5.00,

which was also in the maximum range of "Very High" level.

Considering tenureship, employees with different lengths of service, including Below 1 year, 1-5 years, and 6-10 years, all evaluated "Very High" work satisfaction, with mean scores of 4.93, 4.92, and 4.92, respectively.

Overall, the findings suggested a consistently "Very High" work satisfaction among BPO employees in Iloilo City across various demographic categories, emphasizing positive sentiments within the workforce. It indicated that employees were extremely happy with the hybrid work setup of the Business Process Outsourcing Company in Iloilo City.

This is similar to the study by Diaz et al. (2023) on the BPO industry, focusing on the impact of work-from-home arrangements on employee productivity. The research, involving employees from a BPO company in San Fernando, Pampanga, Philippines, found a positive correlation between work-from-home setups and productivity. It also identified that work-life balance, flexibility, and job satisfaction significantly mediate this relationship. The study concluded that providing a work environment that supports these factors is crucial for maintaining and enhancing productivity. These findings can inform BPO companies and other industries on how to improve productivity through effective work-from-home arrangements.

Table 8. Level of Work Satisfaction among Business Process Outsourcing Employees in Hybrid Work Set up in Iloilo City When Classified According to Educational Attainment, Age, Sex, Position and Tenure

Variable	Mean	Description
As a Whole	4.92	Very High
Age		
20-30 years old	4.92	Very High
31 and above	4.92	Very High
Sex		
Male	4.91	Very High
Female	4.92	Very High

Educational Attainment		
Senior High School	4.89	Very High
Bachelor's Degree	4.93	Very High
Graduate Degree	4.83	Very High
Position		
Agent/CSR	4.92	Very High
Subject Matter Expert	4.91	Very High
Quality Assurance Specialist	4.96	Very High
Team Leader	5.00	Very High
Tenureship		
Below 1 year	4.93	Very High
1-5 years	4.92	Very High
6-10 years	4.92	Very High

Scale of Mean: 5.00-4.21 Very High (VH), 4.20-3.41 High (H), 3.40-2.61 Moderate (M), 2.60-1.81 Low (L), and 1.80-1.00 Very Low (VL)

Differences on the Level of Motivation Among Business Process Outsourcing Employees in Hybrid Work Set up in Iloilo City When Classified According to Age and Sex

Table 9 displays the results of the Mann-Whitney U-Test, which evaluates differences in motivation levels among Business Process Outsourcing (BPO) employees in Iloilo City, categorized by age and sex. This analysis provides insights into how these demographic factors influence motivation within the workforce.

The Level of Motivation Among Business Process Outsourcing Employees in Hybrid Work Set up in Iloilo City when classified according to age, the U-test yielded a p-value of 0.893. Since this p-value was greater than the significance level of 0.05, the result was deemed "Not Significant." This suggests that there is no statistically significant difference in the level of motivation between different age groups. Therefore, the null hypothesis was not rejected.

Similarly, for the variable "Sex," the U-Test resulted in a p-value of 0.199, which is also greater than 0.05. As a result, this comparison is considered "Not Significant," indicating no statistically significant

difference in motivation levels between male and female employees. Therefore, the null hypothesis was not rejected.

The findings from the U-Test suggested that both age and sex do not have a statistically significant impact on the level of motivation among BPO employees in the hybrid work setup in Iloilo City; therefore, the null hypothesis was not rejected. There are different ways the organization can satisfy their employees and motivate them. Intrinsic motivation stems from internal factors such as personal growth, achievement, and enjoyment of tasks (Morris et al. 2022).

Table 9. Differences on the Level of Motivation Among Business Process Outsourcing Employees in Hybrid Work Set up in Iloilo City When Classified According to Age and Sex

Variable	U-Test	p-value	Remarks
Age	5930	0.893	Not Significant
Sex	4497	0.199	Not Significant

p<0.05

Differences on the Level of Motivation Among Business Process Outsourcing Employees in Hybrid Work Set up in Iloilo City When Classified According to Educational Attainment, Position, and Tenure

Table 10 presents the results of the Kruskal-Wallis H-Test, which investigates differences in motivation levels among Business Process Outsourcing (BPO) employees in Iloilo City, categorized by educational attainment, job position, and tenure. This analysis highlights how these factors impact employee motivation, providing a deeper understanding of the variations within the workforce.

The level of motivation among Business Process Outsourcing Employees in Hybrid Work Set up in Iloilo City when classified according to educational attainment, the H-Test generated a p-value of 0.740, which was greater than the significance level of 0.05. Consequently, the comparison is considered "Not Significant," indicating no statistically significant difference in motivation levels across various educational backgrounds. Therefore, the null hypothesis was not rejected.

Regarding "Position," the H-Test yielded a p-value of 0.313, also exceeding 0.05. This result was labeled as "Not Significant," suggesting no statistically significant variance in motivation levels among different positions within the BPO sector. Therefore, the null hypothesis was not rejected.

Similarly, for "Tenureship," the H-Test produced a p-value of 0.770, indicating "Not Significant." This implies that there is no statistically significant difference in motivation levels based on the length of tenure in the hybrid work setup; therefore, the null hypothesis was not rejected.

The findings from the Kruskal-Wallis H-Test suggest that educational attainment, position, and tenureship do not have a statistically significant impact on the level of motivation among BPO employees in the hybrid work setup in Iloilo City. Therefore, the null hypothesis was not rejected.

Table 10. Differences on the Level of Motivation Among Business Process Outsourcing Employees in Hybrid Work Set up in Iloilo City When Classified According to Educational Attainment, Position, and Tenureship

Variable	H-Test	p-value	Remarks
Educational Attainment	0.603	0.740	Not Significant
Position	3.560	0.313	Not Significant
Tenureship	0.522	0.770	Not Significant

p<0.05

Differences on the Level of Job Commitment Among Business Process Outsourcing Employees in Hybrid Work Set up in Iloilo City When Classified According to Age and Sex

Table 11 presents the results of the Mann-Whitney U-Test, which examines variations in job commitment levels among Business Process Outsourcing (BPO) employees in Iloilo City, classified by age and sex. This analysis provides valuable insights into how these demographic factors influence employees' commitment to their roles.

The level of job commitment among Business Process Outsourcing Employees in Hybrid Work Set Up in Iloilo City when classified according to age, the U-Test generated a p-value of 0.983, which is greater than the significance level of 0.05. The result was labeled as "Not Significant," suggesting that there is no statistically significant difference in job commitment levels between different age groups among BPO employees in the hybrid work setup. Therefore, the null hypothesis was not rejected.

Similarly, for "Sex," the U-Test yielded a p-value of 0.758, also exceeding 0.05. This result was considered "Not Significant," indicating that there is no statistically significant difference in job commitment levels between male and female employees in the BPO sector. Therefore, the null hypothesis was not rejected. The findings from the Mann-Whitney U-Test suggest that age and sex do not have a statistically significant impact on the level of job commitment among BPO employees in the hybrid work setup in Iloilo City; therefore, the null hypothesis was not rejected.

Table 11. Differences on the Level of Job Commitment Among Business Process Outsourcing Employees in Hybrid Work Set up in Iloilo City When Classified According to Age and Sex

Variable	U-Test	p-value	Remarks
Age	5957	0.983	Not Significant
Sex	4699	0.758	Not Significant

p<0.05

Differences on the Level of Job Commitment Among Business Process Outsourcing Employees in Hybrid Work Set up in Iloilo City When Classified According to Educational Attainment, Position, and Tenure

Table 12 outlines the outcomes of the Kruskal-Wallis H-Test, examining variations in the level of job commitment among Business Process Outsourcing (BPO) employees in Iloilo City based on educational attainment, position, and tenureship.

The level of job commitment among Business Process Outsourcing Employees in Hybrid Work Setup in Iloilo City, when classified according to educational attainment, produced a p-value of 0.056, slightly



above the 0.05 significance level. Although it is considered "Not Significant," the result suggests a marginal tendency toward significance. This implies that in the hybrid work setup, there may be a subtle trend in job commitment levels related to educational attainment among BPO employees. Therefore, the null hypothesis was not rejected.

When classified according to Position, the H-Test yield a p-value of 0.812, surpassing 0.05, and is labeled as "Not Significant." This indicates there are no statistically significant differences in job commitment levels across various positions within the BPO sector. Therefore, the null hypothesis was not rejected.

Regarding "Tenureship," the H-Test generated a p-value of 0.935, well above 0.05, leading to a classification of "Not Significant." This suggests that differences in job commitment related to tenure duration among BPO employees are not statistically significant; therefore, the null hypothesis was not rejected.

While there is a subtle indication of potential significance regarding educational attainment, the overall findings from the Kruskal-Wallis test suggest that differences in job commitment among BPO employees in Iloilo City, concerning educational attainment, position, and tenureship, are not statistically significant; therefore, the null hypothesis was not rejected.

Table 12. Differences on the Level of Job Commitment Among Business Process Outsourcing Employees in Hybrid Work Set up in Iloilo City When Classified According to Educational Attainment, Position, and Tenureship

Variable	H-Test	p-value	Remarks
Educational Attainment	5.770	0.056	Not Significant
Position	0.957	0.812	Not Significant
Tenureship	0.134	0.935	Not Significant

p<0.05

Differences on the Level of Work Satisfaction Among Business Process Outsourcing Employees in Hybrid Work Set up in Iloilo City When Classified According to Age and Sex

Table 13 presents the outcomes of the Mann-Whitney U-Test, evaluating differences in the level of work satisfaction among Business Process Outsourcing (BPO) employees in Iloilo City based on age and sex. Work satisfaction among Business Process Outsourcing Employees in Hybrid Work setups in Iloilo City When classified according to age, the U-test resulted in a p-value of 0.957, exceeding the 0.05 significance level. The classification of "Not Significant" suggests that there are no statistically significant differences in work satisfaction levels between different age groups within the BPO workforce in the hybrid work setup. Therefore, the null hypothesis was not rejected.

Concerning "Sex," the U-Test produced a p-value of 0.180, which also surpasses the 0.05 threshold. The categorization as "Not Significant" indicates that there are no statistically significant variations in work satisfaction levels based on gender among BPO employees in Iloilo City. Therefore, the null hypothesis was not rejected.

The Mann-Whitney U-Test findings suggest that, within the context of the hybrid work setup, differences in work satisfaction among BPO employees related to age and gender are not statistically significant; therefore, the null hypothesis was not rejected.

Table 13. Differences on the Level of Work Satisfaction Among Business Process Outsourcing Employees in Hybrid Work Set up in Iloilo City When Classified According to Age and Sex

Variable	U-Test	p-value	Remarks
Age	5948	0.957	Not Significant
Sex	4409	0.180	Not Significant

p<0.05

Differences in the Level of Work Satisfaction Among Business Process Outsourcing Employees in Hybrid Work Set Up in Iloilo City When Classified According to Educational Attainment, Position, and Tenure.

Table 14 provides the results of the Kruskal-Wallis H-Test, examining differences in the level of work satisfaction among Business Process Outsourcing

(BPO) employees in Iloilo City based on educational attainment, position, and tenureship.

For "Educational Attainment," the H-Test yielded a p-value of 0.454, surpassing the 0.05 significance level. The categorization as "Not Significant" indicates that there are no statistically significant differences in work satisfaction levels based on educational attainment among BPO employees in the hybrid work setup. Therefore, the null hypothesis was not rejected.

Regarding "Position," the H-Test resulted in a p-value of 0.563, which also exceeded the 0.05 threshold. The classification as "Not Significant" suggests that there are no statistically significant variations in work satisfaction levels based on job positions among BPO employees in Iloilo City. Therefore, the null hypothesis was not rejected.

Concerning "Tenureship," the H-Test produced a p-value of 0.902, surpassing the 0.05 threshold. The categorization as "Not Significant" indicates that there are no statistically significant differences in work satisfaction levels based on tenureship duration among BPO employees in the hybrid work setup. Therefore, the null hypothesis was not rejected.

The Kruskal-Wallis H-Test findings suggest that, within the context of the hybrid work setup, differences in work satisfaction among BPO employees related to educational attainment, position, and tenureship are not statistically significant; therefore, the null hypothesis was not rejected.

Table 14. Differences on the Level of Work Satisfaction Among Business Process Outsourcing Employees in Hybrid Work Set up in Iloilo City When Classified According to Educational Attainment, Position, and Tenure

Variable	H-Test	p-value	Remarks
Educational Attainment	1.580	0.454	Not Significant
Position	2.040	0.563	Not Significant
Tenureship	0.206	0.902	Not Significant

p<0.05

Relationship Among Motivation, Commitment, and Work Satisfaction among Process Outsourcing Employees in Hybrid Work Set Up in Iloilo.

Table 15 presents the results of the correlation analysis, exploring the relationships between motivation, commitment, and work satisfaction among Business Process Outsourcing (BPO) employees in the hybrid work setup in Iloilo City. This analysis reveals how these key factors interrelate, providing insights into their combined impact on employee experience in a hybrid work environment.

For the correlation between "Motivation" and "Commitment," Spearman's rho coefficient was 0.688, with a p-value less than 0.001 ( $p < 0.001$ ). This indicates a strong positive correlation between motivation and commitment among the respondents. Regarding the relationship between "Commitment" and "Satisfaction," the Spearman's rho coefficient was 0.757, and the p-value is less than 0.001 ( $p < 0.001$ ). This suggests a strong positive correlation between commitment and work satisfaction among BPO employees.

For "Motivation" and "Satisfaction," Spearman's rho coefficient was 0.694, with a p-value less than 0.001 ( $p < 0.001$ ). This signifies a strong positive correlation between motivation and work satisfaction.

The results of this correlation analysis indicated that there are robust and statistically significant positive relationships among motivation, commitment, and work satisfaction among BPO employees in the hybrid work setup in Iloilo. All results are not significant; therefore, the null hypothesis must not be rejected.

Table 15. Relationship Among Motivation, Commitment, and Work Satisfaction among Process Outsourcing Employees in Hybrid Work Set Up in Iloilo

Variable	Iloilo		
	Motiv ation	Commit ment	Satisfa ction
Commit ment	Spearman's rho	0.688*	
	df	218	
	p-value	< .001	
Satisfac tion	Spearman's rho	0.757*	
	df	218	
	p-value	< .001	

Motivat	Spearma	0.694*
ion	n's rho	
	df	218
	p-value	<.001

Note. \* p < .001

## V. SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

This chapter presents the summary, conclusions, and recommendations of the study to determine the motivation, commitment, and work satisfaction among business process outsourcing employees in hybrid work set up in Iloilo City, Philippines, for the year 2023.

Specifically, this study sought answers to the following questions:

1. What is the level of motivation among business process outsourcing employees in hybrid work setups when taken as a whole and when classified according to age, sex, educational attainment, and tenure?
2. What is the level of job commitment among business process outsourcing employees in hybrid work setups when taken as a whole and when classified according to age, sex, educational attainment, position, and tenure?
3. What is the level of work satisfaction among business process outsourcing employees in hybrid work setups when taken as a whole and classified according to age, sex, educational attainment, position, and tenure?
4. Are there significant differences in the level of motivation among business process outsourcing employees in hybrid work settings when classified according to age, sex, educational attainment, position, and tenure?
5. Are there significant differences in the level of job commitment among business process outsourcing employees in a hybrid work setup when classified according to age, sex, educational attainment, position, and tenure?
6. Are there significant differences in the level of work satisfaction among business process outsourcing employees in a hybrid work setup when classified according to age, sex, educational attainment, position, and tenure?

7. Are there significant relationships among motivation, commitment, and work satisfaction among process outsourcing employees in a hybrid work setup?

### Summary

This descriptive correlational research assessed the motivation, commitment, and work satisfaction among BPO employees in a hybrid work setup in Iloilo City, Philippines, for the year 2023.

The researcher gathered responses from 220 employees from 11 business process outsourcing companies in Iloilo City as respondents to this study. To obtain the sample, the researcher used convenience sampling. According to Crossman (2019), convenient sampling is a non-probability sample in which the researcher uses the subjects that are nearest and available to participate in the research study. This technique is also referred to as "accidental sampling," and is commonly used in pilot studies prior to launching a larger research project.

The independent variables were the respondents' demographic profile, such as age, sex, educational attainment, and tenureship, and the dependent variables were motivation, commitment, and work satisfaction of BPO employees.

A researcher-made instrument was used to gather the data needed. The instrument had four parts: the first part was the profile sheet intended to gather personal data of the respondents; the second part was the level of BPO employees' Motivation, the third part was the Employees' job commitment; and the fourth part was the work satisfaction of BPO employees.

The content validity and reliability of the researcher-made instrument were evaluated using the Good and Scates criteria. All suggestions for improvement or amendment were taken into account while creating the final document, and copies were made for use in administration.

The reliability of the questionnaire for the degree of motivation, commitment, and job satisfaction was tested using Cronbach alpha. The questionnaire was considered reliable if the result was greater than .70.

In order to interpret the gathered data, the statistical tools used were frequency count, percentage, mean, Mann-Whitney U-Test, Kruskal-Wallis H-Test, and Spearman's rho. All statistical computations were processed using the Statistical Package for the Social Sciences (SPSS) software. The margin of error was set at .05 alpha.

#### The Findings of the Study

In this study, the findings were the following:

1. Demographic profile shows that young professionals aging 30 years old and below, mostly female with a bachelor's degree, are mostly customer service representatives, and their tenure with their job dominates business processing outsourcing.
2. The level of motivation among business process outsourcing employees in hybrid work set-up is "Very High". In terms of variables, the result was also consistent across all categories.
3. On job commitment among business process outsourcing employees in hybrid work set-up were also rated as "Very High" with emphasis on aspects but willingness to extend extra hours to reach daily targets prevails as highest. When categorized into variables, job commitment remains very high.
4. Work satisfaction shows a "Very High" result, very interestingly, respondents rated all items with consistency with highest rating on encouragement to come up better ways of doing things. In terms of variables, it does show a very satisfied rating with its employees.
5. Results showed that there is no significant difference in all categories when it comes to the motivation of business process outsourcing employees in a hybrid work setup. This signifies that BPO employees, regardless of category, were all motivated to go to work in a hybrid work setup.
6. Job commitment also showed no significant difference in all categories among employees of business process outsourcing in a hybrid work setup. This means that all employees in BPO are committed to their work, and their organization provides what is needed for them to grow and be able to provide for their families.

7. Employees of business process outsourcing in hybrid setups showed a not significant difference in all categories when it comes to work satisfaction. This means that employees are happy and satisfied with their work in a hybrid work setup; besides, they can provide and spend more time on skill development through training and be proud of their companies.
8. The result shows that there is a significant, strong, and positive relationship among BPO employees with regards to their motivation, commitment, and satisfaction to work in a hybrid work setting. This emphasizes that employees at BPO companies were motivated, committed, and satisfied with their work.

#### Conclusion

1. The demographic profile indicates a potential match between the skills and preferences of predominantly young, female professionals with college degrees, mostly working in customer service roles, and the demands of the BPO sector.
2. The pervasive nature of hybrid work arrangements broadly benefits the BPO workforce by fostering motivation; indicating that all business process outsourcing employees are inspired and willing to work.
3. The Business Process Outsourcing Company employees are responsible and enthusiastic about doing their job all the time.
4. The employees are extremely happy with the hybrid work setup of the Business Process Outsourcing Company in Iloilo City.
5. This hybrid work setup effectively caters to the diverse needs of the BPO workforce; as a result, the BPO workforce is universally motivated and engaged under the hybrid work framework.
6. Hybrid work arrangements create a work environment where employees feel valued, supported, and empowered to thrive professionally and personally.
7. Hybrid work models appear to create a positive and fulfilling work experience across the BPO industry, transcending demographic and professional boundaries and fostering a more inclusive and equitable workplace.
8. The hybrid work setup fosters a beneficial cycle in the BPO sector, where higher motivation leads to greater commitment, in turn boosting satisfaction

and further driving motivation. This positive feedback loop can contribute to a more engaged, productive, and fulfilled workforce, benefiting both employees and their organizations.

#### Recommendations

Based on the findings of the study, several recommendations can be made to further enhance the motivational, commitment, and satisfaction levels among Business Process Outsourcing (BPO) employees in the hybrid work setup in Iloilo City.

1. Business Process Outsourcing The company may continue to foster a positive work environment and apply strategies that boost motivation to positively impact commitment and work satisfaction. Also, we may tailor professional development opportunities, considering the diverse educational backgrounds, to address any subtle variations in commitment.
2. The operations manager may encourage innovation and provide essential tools and resources. Additionally, efforts can be directed towards enhancing communication about career paths within the organization to address a slight dip in perceived clarity. Recognizing and rewarding exceptional performance can also be intensified to maintain high levels of job commitment.
3. Customer service representatives may engage in ongoing training to improve customer service skills and job satisfaction, make the most of hybrid work options for a better work-life balance, and seek regular feedback and recognition to enhance performance and motivation.
4. The local government unit may collaborate with BPO companies to promote skills development and employee well-being and base policies on research findings to better meet the needs of BPO employees.
5. Researchers must track changes in employee motivation, commitment, and satisfaction over time in hybrid work settings, study cultural influences on BPO employee experiences with hybrid work, combine quantitative data with qualitative insights for a comprehensive understanding, and evaluate the effectiveness of interventions like training and flexible work arrangements.

Future researchers may investigate how emerging technologies impact job roles and employee experiences in hybrid setups, explore stress levels, burnout, and resilience strategies among BPO employees in hybrid work, analyze how company culture affects motivation, commitment, and satisfaction in hybrid work environments, and compare hybrid work outcomes across different industries to identify sector-specific differences and trends.

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